

2025-2027

STRATEGIC PLAN



Recycled water allows us to rewrite our water future. By making recycled water a major component of California's water supply portfolio, we can provide the water our communities need to flourish long into the future.

WaterReuse California (WRCA) has successfully invested in foundational policy legislation and regulation. Now we need to shift our focus to expanding implementation across the state.

Our Focus

Purpose

What is the ultimate and distinct value we exist to deliver?

Advancing the use of recycled water to fortify California's water future

Outcomes

What do we help our members do or achieve to experience that value?

- Our members have the knowledge they need to deliver recycled water.
- Our members develop relationships and grow their businesses.
- Our members have sufficient funding for recycled water projects.
- Our members go through a streamlined and consistent regulatory process.
- Our members can build and run purposeful projects over the long term and understand their performance.
- Develop and promote a vision for future water reuse opportunities in California.

Mission

How do we deliver this value? What actions do we take?

We convene the only community focused on delivering all forms of recycled water through leadership, education, and advocacy.

Values

How do we take those actions?

We march forward boldly to address our members' greatest needs. We also accept that we may not reach a consensus on everything.

We doggedly pursue solutions. We leverage collaboration, diverse perspectives, and creative approaches to get where we need to go. We also know when to stop.

None of us is an island. We see our actions as part of a bigger picture. We're also not afraid to make mistakes, learn from those mistakes, and move forward.

Just enough detail. We provide just enough detail and information based on the audience and context to facilitate clear communication and respect everyone's time. We also include additional information for those who want to dig deeper.

We do what we say we're going to do and we do it well. When we set goals and expectations, we meet or exceed them. We also recognize that we can change course when new information reveals a better path.

We're upfront. We share our reasoning, progress, and work. We also share things with the right people at the right time.

What are we?

We are a convener and the go-to for all things recycled water.

It's more powerful for us to bring together than to build alone. We blazed the trail for recycled water and will continue to take the lead in our sector and beyond.

Our Direction

Vision

What would our members' world look like if we successfully delivered the value we exist to deliver?

Recycled water is part of California's water future so our communities have the water they need to thrive.

Where do we want to be in ten years?

- Continual growth in the integration of recycled water in California's water supply portfolio.
- The public in California has accepted all forms of recycled water.
- California residents consider recycled water a key climate adaptation strategy.
- Our members go through a streamlined permitting process across the state.
- WRCA is recognized as the leader and go-to resource for all things recycled water.
- WRCA remains financially sustainable as it grows.

Where do we want to be in three years?

- We have a framework for the implementation of potable reuse projects.
- We have a communications framework to respond to issues in our sector.
- We have identified creative approaches that help our members secure funding.
- We have increased membership engagement.
- We have opened conversations to expand the use of recycled water.
- We have defined a synergistic relationship with WRA (WateReuse Association).

Our Roadmap

Where will we focus our time over the next three years to make the most impact?

We will invest time in our **community** because it is our greatest asset and the foundation from which we deliver value. We will also invest in **education** to accelerate adoption and **remove the barriers to implementation** our members identified as most pressing. We believe these efforts will most effectively achieve our goals and outcomes.

What milestones must we hit to reach where we want to be in three years?

members

1. Advocate for regulatory adjustments to support recycled water implementation

We will focus on streamlining the permitting process which our members identified as a barrier to project implementation. We will also advocate for the California State Water Resources Control Board's Division of Drinking Water staffing to ensure permits get reviewed promptly.

These efforts ensure we move toward a streamlined and consistent regulatory process.

members

2. Expand opportunities for project funding

Our members have identified sufficient funding as a challenge and consider securing the funding they need a top priority. We will provide resources, connect members who have successfully secured funding with those seeking it, and focus our advocacy on expanding current funding sources and developing new potential opportunities.

These efforts ensure we have identified creative approaches to securing funding in three years. They also better position our members to secure sufficient funding for recycled water projects and position as a convener and go-to for all things recycled water.

members

3. Provide leadership, knowledge, and tools to support implementation

Now that regulations are in place, we must support our members in implementing projects. We will start by offering a workshop focused on potable reuse implementation that covers everything from public perception to regulatory compliance and the right fit for use. We will also develop a framework for the implementation of potable reuse projects. We will capture lessons learned for our repository.

These efforts ensure we have a framework for the implementation of potable reuse projects in three years. They also provide our members with the knowledge they need and help them implement projects successfully, as well as position us as a convener.

members

4. Increase regional collaboration

We will focus on regional collaboration through our seven local chapters so we're in a better position to find regional solutions to challenges.

These efforts help to ensure we have increased membership engagement in three years. They also increase knowledge share, help our members implement projects successfully, and help our members secure sufficient funding as well as position us as a convener.

members

5. Build trust in recycled water

To ensure our stakeholders can trust recycled water, we will catalog all of the projects in California so we can offer targeted support, promote the accomplishments of our members as examples of recycled water working for California, and gather lessons learned for our repository. We will also develop a communications framework that allows us to respond to different issues at the local, state, and national levels.

These efforts ensure we have a communications framework to respond to issues in our sector in three years. They also help the California community accept all forms and uses of recycled water, contribute to our members' ability to implement projects successfully, provide our members with knowledge they need, and position us as the go-to for all things recycled water.

members

6. Create more champions for recycled water

We will focus on educating regulators, policymakers, and healthcare professionals. We will also reach out to city councils, chambers of commerce, and community leaders. To that end, we will create communications on the science and economic benefits of recycled water and support our sector partners in their efforts to raise awareness. We will also explore relationships beyond our traditional partners, namely those in the energy, transportation, environmental, or NGO space.

These efforts help the California community accept all forms and uses of recycled water. They also help our members secure sufficient funding for recycled water projects and position us as the go-to for all things recycled water.

members

7. Explore ways to make recycled water a greater part of the portfolio

As we increase the recycled water supply, we must simultaneously expand its use. We will open conversations with the Bureau of Reclamation and water agencies to identify ways to incentivize the use of recycled water across multiple domains including agriculture reuse.

These efforts ensure we have opened conversations to expand the use of recycled water in three years. They also better position our members to implement projects successfully and could help the California community to accept all forms and uses of recycled water.

members + org

8. Grow our annual conference

Our annual conference provides an essential gathering place for our community where we can engage, educate, and grow. Over the next three years, we will increase the value of our conference by exploring ways to incorporate additional networking opportunities, engage young and retired professionals, expand the content into other areas of reuse, and feature different presenters. We'll also explore ways to memorialize the knowledge shared at the event and capture lessons learned for our repository.

These efforts help to ensure we have increased membership engagement in three years. They also provide knowledge our members need and the opportunity for members to develop relationships and grow their businesses as well as position us as a convener and the go-to for all things recycled water.

members + org

9. Explore diversifying our events to engage more of our membership and secure additional revenue

We will focus on networking events because they allow us to engage and educate our members. The events we offer should allow different types of people from a member organization to participate so we provide a more balanced and well-rounded experience and deepen our relationships. We'll also explore ways to memorialize the knowledge shared at the event and capture lessons learned for our repository.

These efforts help to ensure we have increased membership engagement in three years. They also provide knowledge our members need, allow our members to develop relationships and grow their businesses, help the California community accept all forms and uses of recycled water, and position us as a convener.

organization

10. Ensure we always have high-caliber leadership

We need to cultivate the next generation of leadership. We will develop a succession plan and identify ways to engage young professionals and a diverse set of perspectives. We will be mindful of methods that allow us to transfer the knowledge from our long-tenured leaders to our emerging leaders.

These efforts ensure we will increase member engagement in three years. They also help to ensure our members have the knowledge they need to advance recycled water and better position us to deliver value to our members.

organization

11. Strengthen the organization to support our strategy and growth

We've grown as an organization. To ensure we can deliver the value our members seek over the long term, we will define workflows, modernize the way we get work done, and ensure we have the right skills on the team. We will clearly define the roles and responsibilities of our volunteers and develop a financial spending and reserve policy. We will also define the value our members receive from WRA as part of establishing a synergistic relationship.

These efforts ensure that we have defined a synergistic relationship with WRA in three years. They also empower us to better deliver value to our members and become more financially sustainable.

organization

12. Strengthen our communication capabilities

We will upgrade our communications infrastructure so we can deliver the level of service our members need while enhancing our brand and reputation. We will focus on creating guidelines, improving our newsletter, and developing audience-specific resources. We will also explore ways to improve our website presence, expand our social media presence, and gather data that helps us make better decisions.

These efforts help to ensure we've increased member engagement in three years. They also better position us to deliver value to our members.

partners

13. Convene our sector partners to align our efforts

Our members identified time as the biggest barrier to their participation and saw an opportunity to eliminate overlap with other sector organizations. Our sector partners recognize the same challenge and want to avoid duplicating efforts. We will convene our sector partners once a year to discuss priorities, identify areas of overlap, and remind each other of our focus, strengths, and resources so we can find ways to collaborate or otherwise reduce redundancy. We will specifically review sector committees to reduce redundancy and support the American Water Works Association's (AWWA) and California Water Environment Association's (CEWA) efforts regarding operator training and certification.

These efforts strengthen our position as a convener and the go-to for recycled water.